

Hyde Park Solutions

# Ready, Set, Go! Is Africa Ready for Action

simplified complexity

How does my organisation benefit  
What do we need to do next?

4<sup>th</sup> September

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## Why projects fail? Understanding failure enables success!

31<sup>st</sup> July at 13:30 GMT+1

*Understand why project failure in developed countries is only a partial guide and indicator as to why projects might fail while developing Africa. If we recognise the attributes of failure and plan to avoid them, we are better off. Hear HPS as we identify the 5 chilling facts of project failure, identify how to avoid these. Finally we work out if P3M3 can help African organisations avoid western project pitfalls.*

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## Project Success - What does Good look like?

14<sup>th</sup> August at 13:30 GMT+1

*Having understood why projects fail, we need to avoid these pitfalls in order to plan for success. So, what does GOOD look like? It has long been agreed by western governments and industry that portfolio and project management principles such as P3M3 and PPM offer real benefits. Hear HPS as we explain P3M3 in simple terms, what is it, how does an organisation employ these principles in a practical way and what are the benefits on offer. Finally, we discuss if P3M3 can simply be rolled out across Africa, or if it needs to be tailored to each industry, organisation or region.*

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## How does my organisation benefit – What do we need to do next?

4<sup>th</sup> September at 13:30 GMT+1

*Having understood why projects fail and what P3M3 has to offer, how does my organisation or government benefit? What do we do next? Hear HPS as we detail a number of simple Check List steps. First, it is important to understand where you currently are as an organisation and how far you want to go. We discuss each of the seven P3M3 perspectives along the journey to developing a simpler more robust project and portfolio management process that is strategically aligned to delivering organisation goals and benefits. Finally, do you really need anything more than Excel and SharePoint to run projects and portfolio(s).*

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## Why use an Abacus when you have a financial calculator?

25<sup>th</sup> September at 13:30 GMT+1

*Having understood why projects fail, what P3M3 has to offer and a checklist of what to do next, let's look at what tools could help? Hear HPS as we explore the options to IT enable your PPM initiative. First, you could use Excel, Word, PowerPoint and SharePoint but you will need to reinvent the PPM wheel. Oracle invests millions each year to maintain and develop its leading set of tools so why not use these? We discuss how using these best practice tools can quickly start you on your journey to developing simpler more robust projects and portfolio management processes.*

# Meet your presenters



**Andrew Ross**

Andrew is a successful PPM consultant and technologist with a 25-year history of business consulting, solution architecture within portfolio and project management.

He brings a unique blend of industry, practice and Oracle Primavera product knowledge.

Andrew is proud to lead the HPS team.

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**Pierre Morel**

Pierre has over 15 years experience as a management consultant with a focus on P3M3 and P3O.

Pierre's ability to bridge business and technical workstreams is vital if you are delivering a solution that both business and technical users need to agree with.

He specialty areas are P3M3, PMO, centre of excellence, GDPR, Stakeholder Management, Local Government, Portfolio Programme and Project Management and Data Governance.

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**Daleen Strydom**

Daleen has over 15 years' experience in the Portfolio, Programme and Project Management space.

She has expertise within a wide range of organisations across Engineering & Construction, Oil and Gas, Mining, Utilities and Finance Services.

A project portfolio management subject matter expert, with a guru level of understanding of the Oracle Primavera suite. Having implemented at least 50 PPM solutions she is well placed to work with you to implement your solution.

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# How does my organisation Benefit? What do we need to do Next?

- Housekeeping
- Recap - Doing the Right Things Right
- Doing things right – Can P3M3 help?
- Checklist – getting things right!
- P3M3 – Structure & Perspectives
- Benchmarking within Africa
- Roadmap to a better efficiency
- Conclusions
- Questions & Answers



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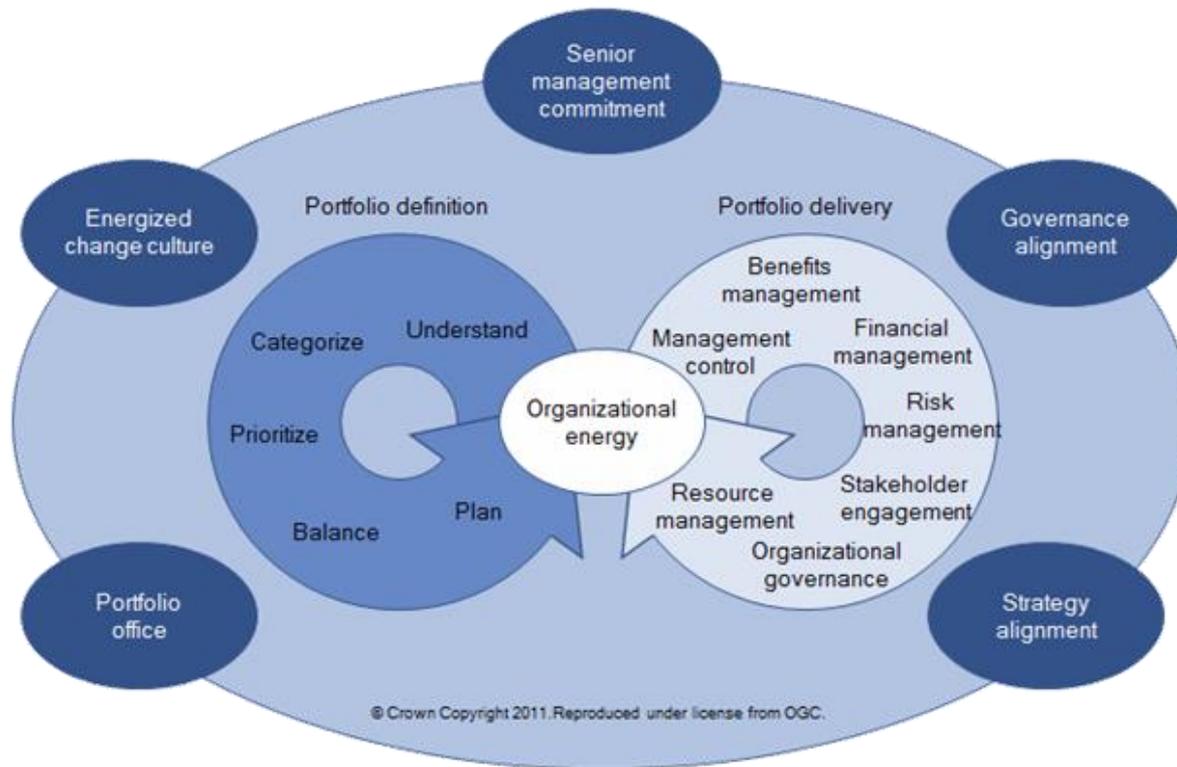
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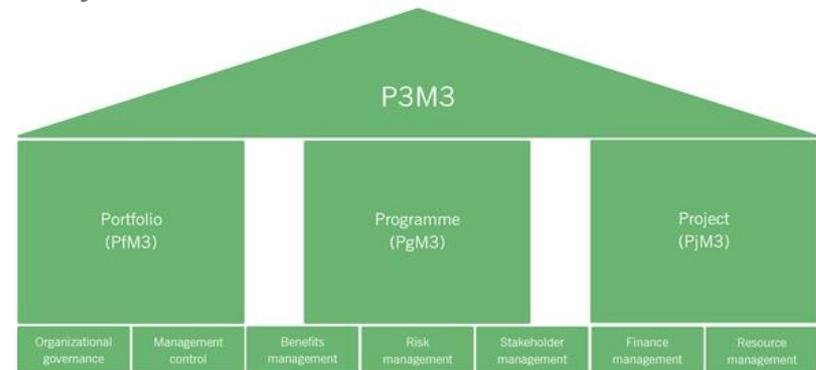
# Recap - Portfolio Management Summary

- Previously we talked about the Management of Portfolios.
- On the left, we summarised the **portfolio definition**: “doing the right things”
- On the right, its all about **portfolio delivery**: “doing things right”.

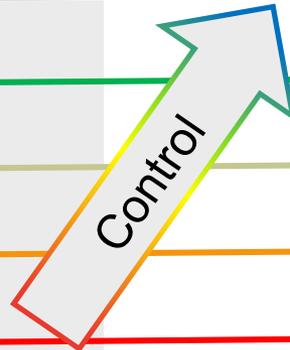


# Doing things right: how can P3M3 help

- Checking across the 3 domains: **P**ortfolio, **P**rogramme, **P**roject **M**anagement **M**aturity **M**odel provides 5 levels of maturity:
- The best approach is to have a solution which integrates both a review of your ways of working **and** a software tool to facilitate them and provide savings.



	Characteristics	Taking advantage	Facilitation
Level 5	Optimised	Predictable	Trends and analytics
Level 4	Quantifiable	Measurable quality	Variations (e.g. risk)
Level 3	Centralised	Embedded, scaling	1 version report, wf
Level 2	Repeatable	Initial savings	Templates, forms
Level 1	Aware of process	Starting point	Information, training
Level 0			



## 1. Strategic Objectives

- Ensure you have documented strategic objectives: the basis for prioritising actions
- Ensure ownership and have a champion
- Based on your environment, subject to (infrequent) changes...

## 2. One Version of the Truth

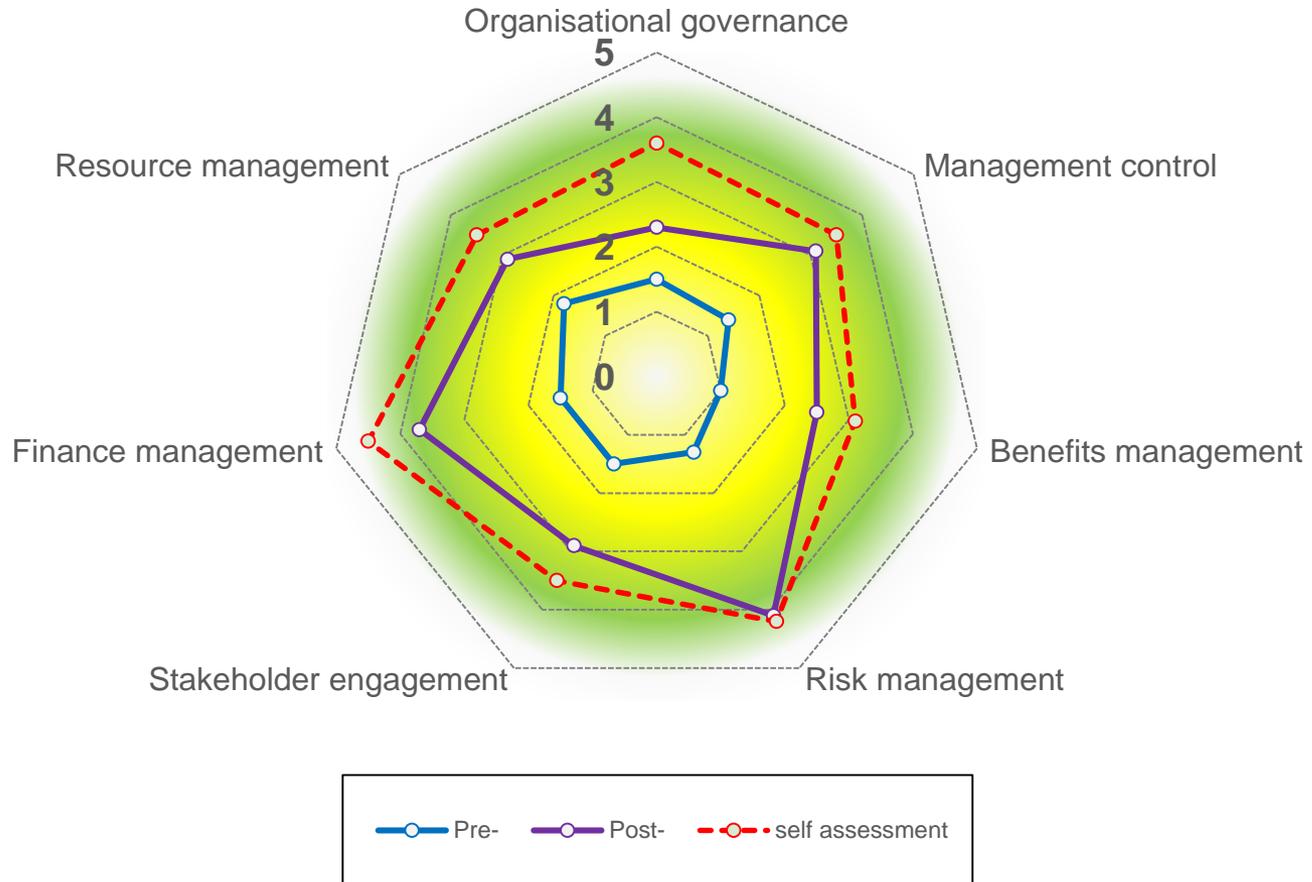
- Based on information you can **trust**: using authoritative data
- Used for decision support
- Effort is on getting insights and “story behind the data”, not in compiling the report

## 3. Good Governance Processes

- Exercise control through gateways, “stop-go” decision points
- Reporting is the counterweight to delegation of authority
- Consider internal (running projects) and external (contract management) aspects

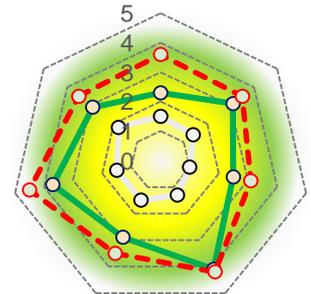


## Typical P3M3 Summary



- **Organisational Governance**

- How well can you demonstrate that your decision making is evidence-based?
- How do you align strategic objectives with programmes/projects objectives?
- How does programme/project assurance report back to governance?
- What are the mechanisms to review and improve process and performance?
- What evidence is there of Senior Management commitment to P3M?
- How is delegation of authority managed?

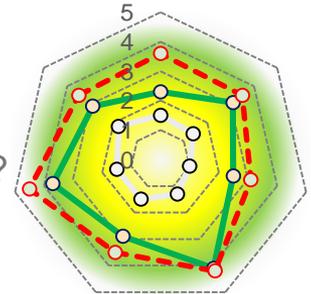


- **Management Control**

- What is your process for gate reviews? Is it consistent across the organisation?
- How do you manage change control ?
- How do you “maintain the direction of travel” whilst using tolerances/boundaries?
- Have you stopped projects or programmes which did not deliver?
- How do you manage dependencies between programmes/projects?
- Is your reporting coming from “one version of the truth”, an authoritative data set?

- **Benefits Management**

- How are Benefits (or the positive contribution) identified in business cases?
- How is your benefits management strategy implemented?
- How do you manage an adverse benefit realisation?
- At what stage in the programme (project) do you consider benefits realisation?



- **Risk Management**

- Do you regularly review your risk management strategy in light of lessons learnt/changes?
- How do you adapt your risk management (qualitative/semi-quantitative/fully quantitative)?
- How do you manage the cost of risk for a programme/project?
- How do you manage/ strategic (top down) and operational (bottom up) risks?

- **Stakeholder Engagement**

- How do you manage internal vs. external stakeholders?
- How do you manage formal communication when required (e.g. contract management)
- Is there an information repository accessible to stakeholders to provide easier communications?

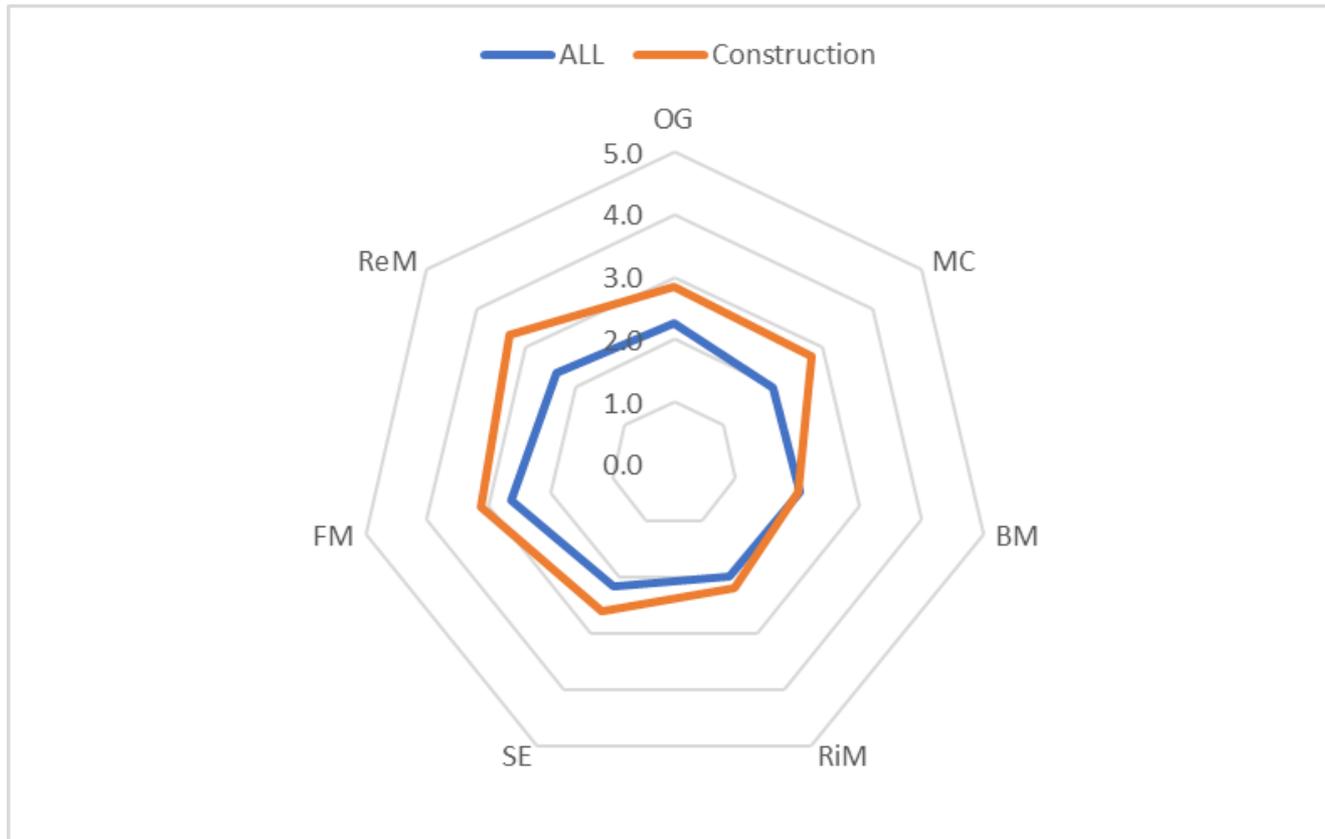
- **Finance Management**

- How do you manage contingencies?
- Do you have processes in place to provide visibility of spending and income, profitability
- How do you consistently ensure viability of programme/projects?
- How are financial forecasts used to manage ongoing business?
- How do you analyse financial flows with suppliers/customers?
- What evidence do your finance experts use to support decision making/business cases?
- How do you carry financial management assurance? Is it reported centrally?

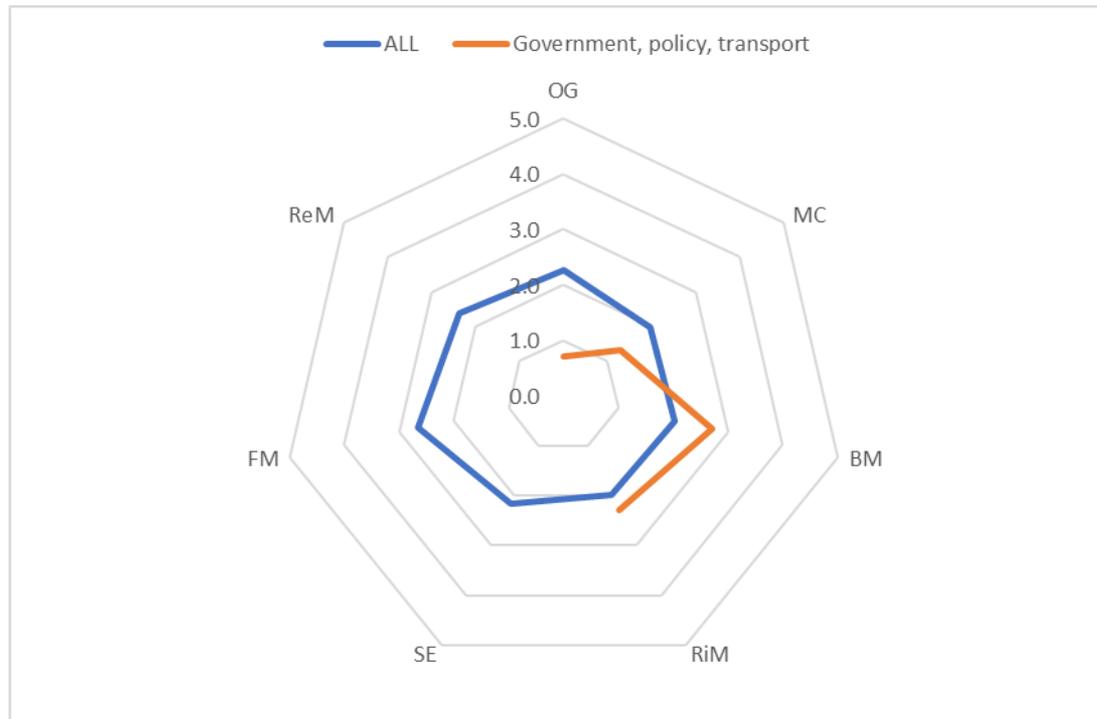
- **Resource Management**

- When you have competing demands for resources, how do you prioritise them?
- Are your resource usage reports sufficient to understand passed allocations?
- Do your systems allow for enough granularity in the cost of your resources?
- How do you run resource forecasts, are they centralised, and if so, how easy to change?
- How do you analyse resources by role competencies/availability?

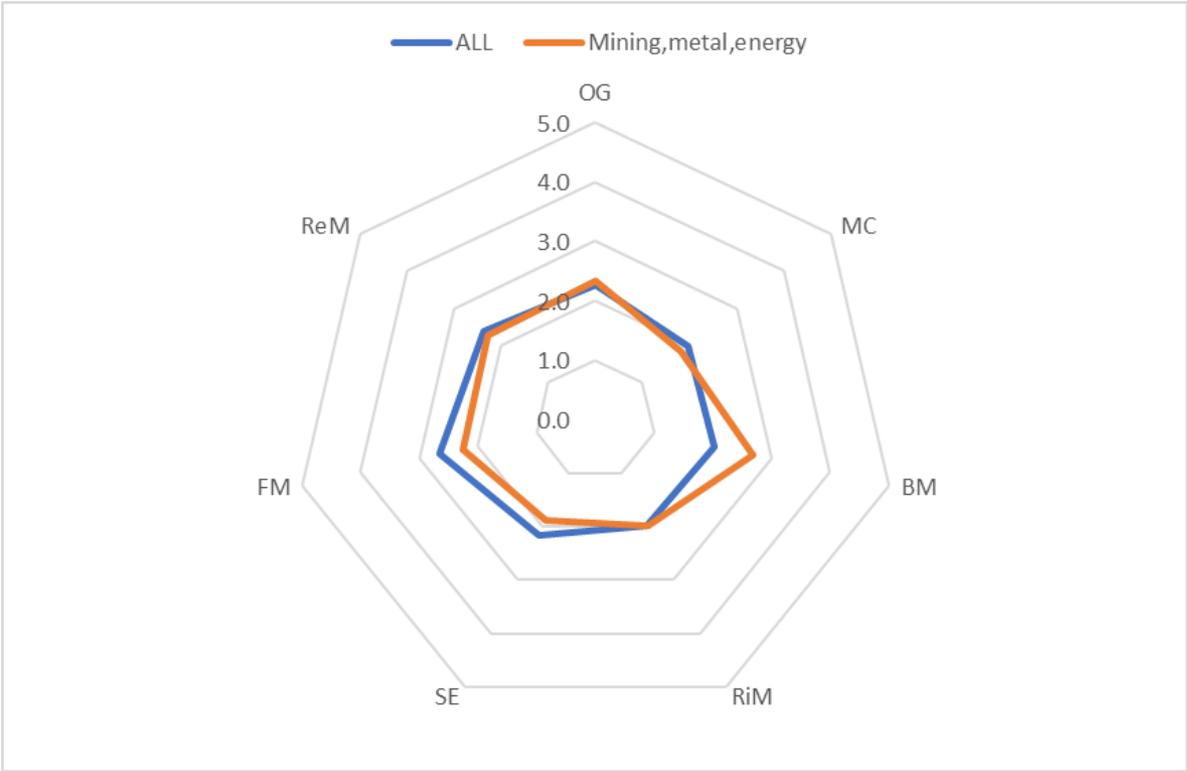
## Average score for 20 African countries – Overall & Construction



## Average score for 20 African countries – Government, Policy & Transport



## Average score for 20 African countries – Mining, Metal, Energy



# How we can read the previous numbers...

- Averages are not the best way to paint this picture as every organisation is different. But we should say that a very small proportion (Across the world) of organisations are level 3 and above. This is good news for organisations that have the ability to react quickly and gain competitive advantage and demonstrate efficiency.
- Looking at these, we need to investigate how much more efficiency, productivity and success may be provided by jumping from a low level (awareness, potentially repeatability) to a higher level (level 3: centralised, Level 4: Quantified).
- PPM tools are part of the answer: through schedule management, collaboration features, risk algorithms, benefits reporting, workflow...
- A P3M3 analysis will allow you to select which tool from a vast toolbox is the most suitable – and – will tell you how best to apply it.
- Example: Schedule risk analysis: if you see persistent lateness, costing extra money (Staffing costs, plant hire etc...) a reviewed approach to risk, including risk management training and a tool supporting the schedule management and its variations due to risk will give you more certainty to deliver within known constraints. This suggests risk quantification and centralisation.
- P3M3 is more like forensics than a “tick-a-box”. It will ask the right questions regarding how your business works now, and how you wish to have it working in the future.

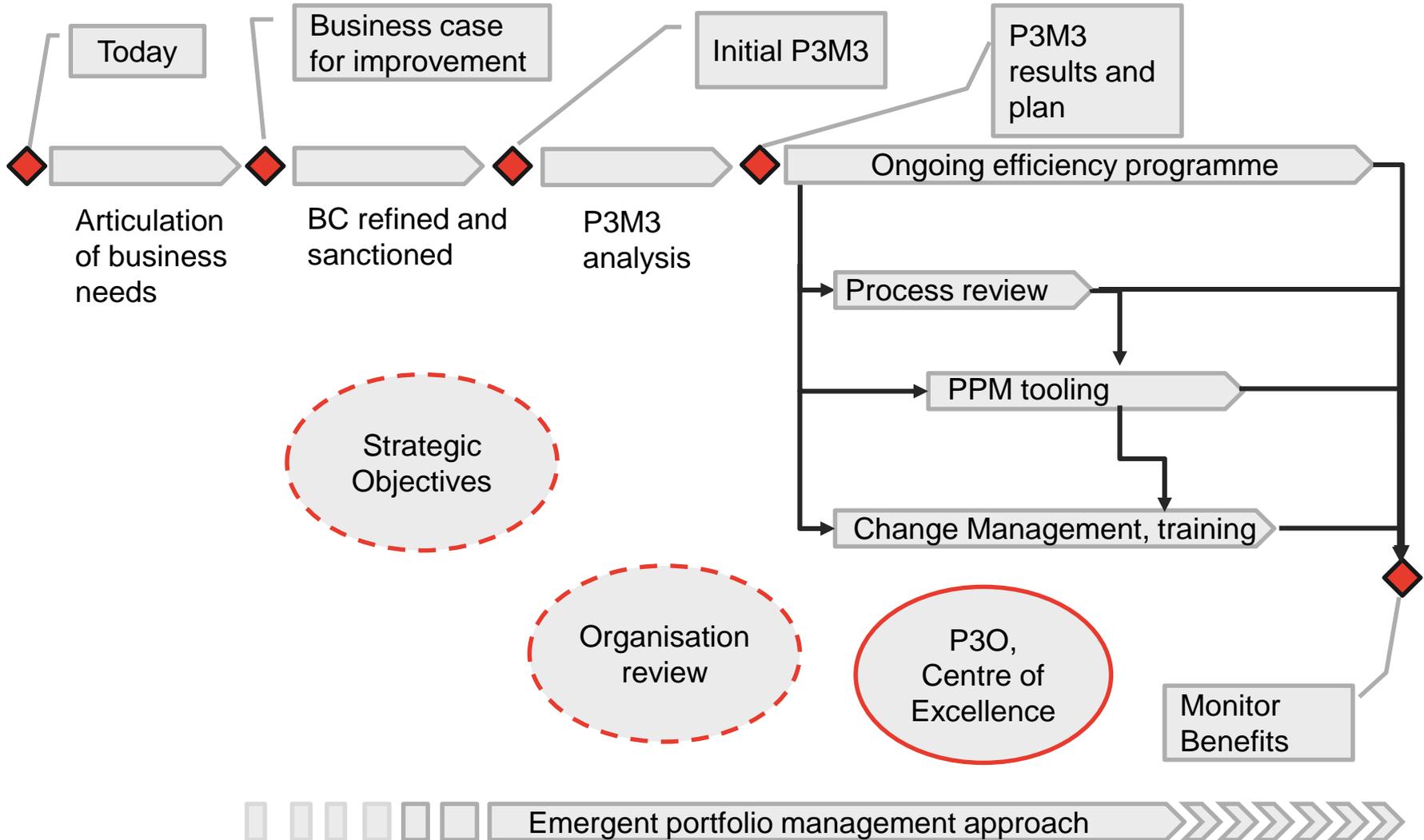


# How to take advantage? How do we improve?

- Your way to improved delivery: A P3M3 assessment will provide you with:
  - A picture of “where you are now”
  - Support to “where you want to be”
  - If you are thinking of implementing a PPM tool, it will act as a pre-implementation analysis
  - It will pose the questions, and bring answers, regarding key points in your business, across ALL perspectives (governance, management control, risk management, benefits management etc...)
  - It will save a lot of time in implementing the tool, by addressing pre-requisites
  - It will be an opportunity to engage the wider stakeholder community
  - It will be an opportunity to define key steps in the implementation, drawing out key steps
  - It will support your relationship with your implementer as you will share a diagnostic and address gaps as a team



# Roadmap to better efficiency



- Portfolio Management is key to aligning organisational investment with strategy
- P3M3 offers us 7 perspectives to consider and manage
  - Organisational Governance
  - Management Control
  - Benefits Management
  - Risk Management
  - Stakeholder Engagement
  - Financial Management
  - Resource Management
- Benchmarking
  - its only a guide – what would your organisation look like will be much more interesting I am sure.
  - How do you stand against the benchmark in Africa, Europe or the world?
- Road to Efficiency - starts with knowing where you are and relies on good tools
  - Processes are standardised, enforced and embedded using tools
  - Portfolio over Project, PMO means Portfolio Management Office
  - Tools – like projects think strategic not short term – changing tools more costly than buying correct tool first.
- Join us next time when we look more at the importance of tools – Can they help?





## Questions & Answers?

